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14 JUL 1970

MEMORANDUM FOR: Chief, Support Operations Staff,
Office of the Deputy Director for Support

SUBJECT : Inspector General's Survey of the Office of
Computer Services

1. I have been asked to prepare a response to recommendation number three of the Inspector General's Survey of OCS which says:

"That the Director of the SIPS Task Force and the heads of the DDS Career Services concerned arrange for counseling with each DDS detailee with a view to assuring the best possible long-range utilization of the individual, both from his standpoint and that of the Agency."

2. COMMENT: Concur in principle but we believe the specific action recommended has to be taken in consideration of the circumstances which apply in individual cases and their relationships to the particular career services concerned. Conversation with one of the inspectors who conducted the survey resulted in the understanding that the intent of the recommendation was to have the Director of the SIPS Task Force participate with the head of each Support Career Service in a discussion with members of their career services in groups to give assurances of long term career interest. The managers of the Task Force and the heads of the Support Career Services have been keenly aware of the problems and concerns of the individuals assigned from the Support offices since the beginning of the project. The manner in which the people were assembled, first as a committee, then as full-time details and latterly by transfers of positions to the Support Services Staff is fraught with potential morale problems. While there have been no regularly scheduled interviews and discussions with individual employees either by Task Force management or heads of Support Career Services, everyone assigned to the Task Force has

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GROUP 1
Excluded from automatic
downgrading and
declassification

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had more than one discussion of this kind. All of them have been given the assurances recommended and repeating the process doesn't seem likely to make them any more acceptable now than they have been in the past. Hybrid organizations composed of combinations of people representing different Directorates have in them an inherent potential for generating problems and criticisms of the kind identified in this report. People in the Support Career Services are doing the same work side by side with people from the Office of Computer Services but competitive evaluation for promotion is handled by separate mechanisms. Average salary and headroom constraints are quite different and general criteria for advancement bear little resemblance between the Support Career Services and the "R" career service of which the OCS employees are members. These variables exist to some degree among the several Support career services which compound the difficulties. We believe the problem is more fundamental than may be correctible by counseling. It relates to the general lack of definition of career service mechanisms for people engaged in the information processing professions. We are seeking new approaches to deal with these problems, either at the Agency or the Directorate level. Meanwhile, counseling with individual employees will continue.



Chief, Support Services Staff

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